

CROSS-CULTURAL IMPACT AND LEARNING  
NEEDS FOR EXPATRIATE HOTEL  
EMPLOYEES IN TAIWAN  
LODGING INDUSTRY

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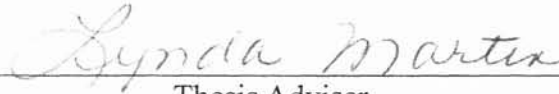
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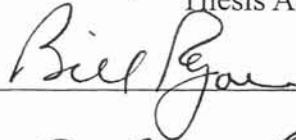
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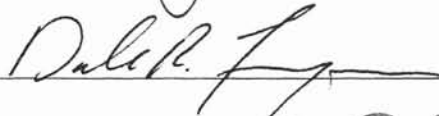
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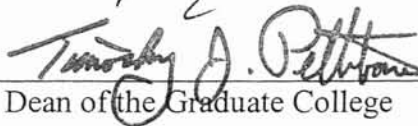
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## CHAPTER I

### INTRODUCTION

Since 1998 the lodging industry has been a strong financial contributor to the solid financial performance of the worldwide economy. Corporate profits and wages have been well built and the lodging industry has been a critical component of the tourism industry, which occupies approximately six percent of the world's GNP (Gross National Product). Tourism ranks as the eighth largest economic contributor to world economy (Geller, 1998). Until the events of September 11, 2001, people had been increasingly traveling more in both domestic and foreign countries. Popular destinations such as Asia Pacific region have routinely attracted more people to visit, spend, and most importantly, use hotel rooms.

Asia Pacific outperformed Middle East/North Africa, Europe, and Australia/Asia region in terms of rooms yield growth in 2000 (Anonymous, 2000). Furthermore, Asia Pacific region is expected to achieve approximately 11% in yield growth due to increases in occupancy in its markets. By comparison, Middle East and North Africa region will have an average of three percent increase in rooms yield growth. Europe and Australia/Asia are expected to report declines of minus one and minus five percent, respectively.

Historically, many companies in the hospitality industry have been predominately local or regional with a relatively small amount of knowledge regarding globalization (Geller, 1998). Many U.S. managers lack sufficient knowledge of foreign cultures or are unable to merge themselves into global environments (Baliga & Baker, 1985). As companies begin to expand internationally, expatriate employees will be needed and will



have to be chosen carefully (Tung, 1981; Baliga & Baker, 1995).

The Asia Pacific region is a prime area in need of expatriate hotel employees. A well-built financial foundation has made the Asia Pacific region more prosperous than other regions worldwide (Geller, 1998). As a result, recruiting and training people are critical components for market growth and for major lodging chains to establish markets in this region, especially in Taiwan (Yen, 2000).

### **Taiwan Profile**

Taiwan which locates at off the eastern coast of Asia and lies the mountainous island arcs of the Western Pacific is the largest body of land between Japan and the Philippines. The island of Taiwan is 245 miles long and 90 miles at its widest point, shaped like a tobacco leaf. With a total area of nearly 13,900 sq. mile, Taiwan is separated from the Chinese mainland by the Taiwan Strait, which is about 137 miles at its widest point and 81 miles at its narrowest. The island is almost equidistant from Shanghai and Hong Kong. Taiwan's climate is subtropical, with average annual temperatures of 21C (71F) in the north and 24C (75F) in the south. The Japanese went to war with China in 1894 following a dispute over Korea. By the treaty of Shimonoseki, concluded in 1895, Taiwan and the Pescadores were ceded to Japan. Taiwan and the Pescadores were restored to Chinese rule at the end of World War II in 1945. Because the civil war in China, Taiwan has been separated from China since December 7, 1949. Today Taiwan's population is approximately 23 million, which makes the island one of the world's most densely populated places (The Republic of China in Taiwan Yearbook, 2001).

## Expatriates

As Asian hotels continue to develop markets internationally, the need for expatriate international employees grows. Expatriate studies have defined an “Expatriate” as someone who leaves one’s birth or official residence and travels to another country to take up residence there” (Mendenhall & Willy, 1994, p. 605). Frith (1981) also defined an expatriate as a resident alien who relocates from his or her home country to work for a company in an overseas location for a contracted period of time, usually in excess of one year.

“If multinational firms are to prosper now and in the future, they must develop people who can successfully function in the global context-formulating and implementing strategies, inventing and utilizing technologies, and creating and coordinating information” (Black, Gregersen, Mendenhall, & Stroh, 1999, p. xi). As a result, developing qualified personnel is crucial and must work simultaneously with market growth in the Asian lodging industry.

The most formidable task in the human resource area facing many global firms is the development of a cadre of employees and executives who have a deep understanding of the global market environment and the capability to transfer this knowledge into determined action (Pucik, Tichy, & Barnet, 1992). Therefore, for international human resource management, it is very important to assign the right people to the right places (Li, 1995).

## Cross-Cultural Training (CCT)

Opportunities for people to be exposed to diverse cultural environments are increasing rapidly. Cross-Cultural Training is being supported as a means of facilitating

adjustment to expatriate activities (Brewster & Pickard, 1994; Tung, 1987). CCT identifies important differences between two cultures, develops critical incidents focusing on these differences, and trains people in these scenarios (Landis & Bhagat, 1996). The purpose of CCT and other related training methods is to increase the probability of people's successful adjustments in dealing with other cultures (Cushner & Brislin, 1996). Furthermore, Landis and Bhagat (1996) have summarized CCT theories and concluded that changes in people's thinking (cognitions), changes in people's affective reactions (feelings), and changes in people's behavior are the major accomplishments which CCT is intended to perform.

#### Statement of the Problem

Expatriate employees in the hospitality industry are now more important than ever, yet individuals sent overseas without adequate training often fail (Li, 1995).

Further explains this problem by continue Li's (1995) study that most CCT focuses on Multinational Corporations in general, and fails to cover specific requirements of expatriate employees in the lodging industry specifically. There are significant costs associated to the expatriate failure that needs attentions while more hotel chains are seeking expansion into overseas markets (Black, 1988; Brewster & Pickard, 1994; Li, 1995; Shay & Tracey, 1997; Kriegl, 2000). This study will look at the specific cross-cultural issues for expatriate hotel employees in Taiwan lodging industry and determine if CCT helps expatriate hotel employees adjust to a new culture and a new business environment.

#### The Purpose of Study

The purpose of this study is to investigate CCT needs in terms of expatriate hotel employees working in the lodging industry of Taiwan. The study will analyze experiences of expatriate employees who are currently employed within lodging facilities in Taiwan

and identify major issues facing them related to CCT and adjustment into the Taiwanese culture.

### Research Questions

This research proposed to answer five basic questions in order to better understand what needs expatriates would anticipate when they are employed in the lodging industry of Taiwan.

1. Do expatriate hotel employees who receive prior CCT have an easier time adjusting to Taiwan living environment?
2. Do expatriate hotel employees who have received prior CCT have an easier time understanding business operations in Taiwan?
3. Do expatriate hotel employees who have had prior overseas work experience perceive that specified attributes (cultural sensitivity, interpersonal skills, adaptability, flexibility, tolerance, industry experience, previous experience with other cultures, resourcefulness, self-confidence, having an understanding of Taiwan's/local etiquette, and language skills) are more important than do expatriate hotel employees who have not had prior overseas work experience?
4. Do expatriate hotel employees who spend more years working in the Taiwan lodging industry have a better understanding of business operation than those who have spend less years working in Taiwan lodging industry?
5. What type of CCT do hotel expatriate employees perceive is the most important relative to cross-cultural adjustment?

## Definition of Terms

For the purpose of clarity, the following terms are defined:

1. Culture: A set of common assumptions and values that consistently influence people's behavior and that is passed on from generation to generation (Black et al., 1999).
2. Cross-Cultural Training (CCT): A training program designed for increasing the probability of people's successful adjustment in dealing with other cultures (Cushner & Brislin, 1996).
3. Expatriate: Someone who leaves one's birth or official residence and travels to another country to take up residence there (Mendenhall & Willy, 1994).
4. International Tourist Hotel: A lodging facility accommodates both international and domestic guests (Taiwan Tourism Bureau, 2001).
5. Domestic Tourist Hotel: A lodging facility accommodates mainly domestic guests (Taiwan Tourism Bureau, 2001).
6. Independent Hotel: A lodging facility owned and operated by individual and accommodates domestic guests.

## Limitations and Assumptions of this study

Limitations of this study are:

1. The results of this study cannot be generalized.
2. This study identifies only expatriate hotel employees that were identified in lodging facilities in Taiwan.
3. Individuals surveyed had the power to choose whether or not to respond in a timely and accurate manner. This limits the number of responses due to the fact

that some subjects could not or would not do the survey.

Assumptions of this study are:

1. Expatriate hotel employees are capable of identifying specific skills or knowledge that facilitates them being successful in Taiwan.
2. Subjects answer in a truthful manner.

## CHAPTER II

### REVIEW OF LITERATURE

#### Lodging Industry in the Asia Pacific

The global lodging industry provides a great opportunity for people who are seeking entry-level positions. In the Asian Pacific region, strong exports, a low risk of inflation, and low interest rates are the leading factors of economic growth. Furthermore, the gross domestic product (GDP) in this region is reached 6.4% in 2001 (Pao, 2000). China and Hong Kong have contributed 494 million jobs and 224,000 jobs respectively to the world economy, which also means seven percent and nine percent of total employment in the worldwide tourism industry (Wayne, 1999).

The World Tourism Organization's (WTO) in 1997 predicted that the Asia Pacific region would become the most popular tourism destination by the year 2020 (Andersen, 2000). This trend indicates that revenue generated from the global lodging industry will produce three strong forces consisting of profits, taxes, and jobs (Olsen, 1998). These three forces have also become significant factors in determining the success of development and opportunities for company growth for American hoteliers who are seeking expansion in the lodging industry within the Asian Pacific region (Selwitz, 1999).

Complexity is a concern when doing business in the Asian Pacific region (Selwitz, 1999). Investors in this area "must deal with dozens of different governments, regulations, import and export controls, and laws relating to taxation, depreciation, banking and security" (Selwitz, 1999, p.62). Inevitably, those complexities have challenged U.S. executives and urged them to send the best and brightest personnel who have the ability to

understand and control the local market situation. These individuals can strategically implement the mother-company's concept and blend it into the different cultural environment (Harrison, 1994).

### Lodging Industry in Taiwan

Taiwan was one of the few markets in Asia that felt less impact during the financial crisis in 1999. The New Taiwanese Dollar encountered devaluation due to pressure resulting from the crisis but steady GDP growth in 1998 and 1999 was one of the reasons that Taiwan was able to remain relatively stable through the financial crisis (Andersen, 2000).

International tourist hotels, domestic tourist hotels, and independent hotels are three major categories in Taiwan lodging industry (Taiwan Tourism Bureau, 2001). Beginning in the 1960s, the international tourist hotel category became the major player in the lodging industry in Taiwan. The number of international tourist hotels in Taiwan reached 55 hotels compared to three hotels in 1965. The total room number is over 17,000. These 17,000 rooms experience a 70% occupancy average (Taiwan Tourism Bureau, 2001). Due to the development of major hotels increased, competition among the international tourist hotels in Taiwan is anticipated to be even more aggressive in the future (Gilbert & Tsao, 2000).

The annual growth in the number of visitors arriving in Taiwan is 10% and the number of visitors is projected at 3.5 million arrivals in 2003 (Taiwan Tourism Bureau, 2001). Yen, the chairman of Taiwan Tourism Association, indicates that the hospitality industry in Taiwan needs to develop competent people to work in and manage their industries in lodging, restaurant, and tourism (Yen, 2000). Finding qualified personnel



who have an international view is one of the factors that will influence the future of Taiwan hospitality industry (Chang, 2000). In addition, expatriate employees have better knowledge of multinational corporation's global strategies and organizational cultural (Go & Pine, 1995).

Multinational corporations have found qualified personnel by using various nationality guidelines to facilitate personnel management in their foreign subsidiaries. They are: ethnocentric, polycentric, regiocentric, and geocentric.

**Ethnocentric** refers to assigning employees from the home country to key positions within operations worldwide. This solves the lack-of-local-based employees in foreign operation.

**Polycentric** refers to utilizing local employees with familiarity of the host country environment. Local personnel are trained and prepared for crucial positions in foreign operations. The current tendency of moving from ethnocentric to polycentric has taken place in the Far East with the transfer of skills from European management to locals.

**Regiocentric** promotes multinational corporation's personnel from regional subsidiaries into key positions in foreign operation. This not only has the advantage of familiarity with local politics and economies, but also has more flexibility over polycentric guidelines.

**Geocentric** refers to utilization of any personnel from any nationality, if he or she is competent and able to utilize the resources of the corporation on an international basis. More multinational hotel corporations are interested and using this as a main strategy to cultivate the best in lodging industry (Go & Pine, 1995; Barber & Pittaway, 2000).

### Importance of Expatriate Employees

Leaders in the global market are those who have the ability to adapt to global cultural experiences and who are fully prepared to manage business with their competitors (Smith, 1993). Being able to successfully apply and transfer the know-how logic to another culture is more important than implanting the company's knowledge (Selmer, 1999). The need for people who have the ability to transfer the know-how logic is on the rise since the fall of the Soviet empire, U.S.'s increasing relationships with Republic of China, the forming of North American Free Trade Act (NAFTA), and the events of September, 11 (Landis & Bhagat, 1996). Due to this increased need in the global market, organizations are gradually requiring their personnel to be exposed to extensive cross-cultural coordination (Selmer, 1999). Expatriates are responsible to carefully integrate their corporate culture into host-country employees. Inability to do this can result in ineffective performance in business operations.

Expatriates entrusted with an international assignment play a critical role in integrating the host company's concept into the international marketplace (Mendenhall et al., 1994). There has been a tremendous increase in multinational expansions in the recent past and more is proposed for the future (Selwitz, 1999).

The growth of the hospitality industry in Taiwan has created a high demand for competent employees (Hsu & Gregory, 1995). In an annual survey entitled "Global Relocation Trends 1999 Survey Report", data shows that more than 52% of respondents from 263 U.S. based companies have asserted that the number of U.S. expatriates has increased over the last year (HRFOCUS, 1999).

The number of foreign employees hired by U.S. Multinational Corporations has

also been on the rise (Solomon, 1995). The total employment of U.S. Multinational Corporations increased 6.3% to eight million in 1997, compared with an average annual increase of 1.9% in 1989-96 (Mataloni, 1999). This trend has shown that Multinational Corporations not only are increasing involvements in foreign markets, but also employment involvement in expatriation with overseas affiliates (Mataloni, 1999).

As the need for international business grows, the use of expatriates to run foreign operations is increasing as well (Li, 1995). In 1995, Li and Thornton summarized the three major reasons for using expatriates. These three reasons are:

**Technical competence.** Using expatriates in countries where local employee talents are not available satisfies the need for technical competence.

**Expatriation.** Multinational experience can reinforce the international perspective of upward-moving managers. Expatriation can also enhance a manager's ability to work in a variety of social systems and is therefore considered valuable training for ultimate corporate responsibility.

**The performance monitoring function.** This means ensuring a tight, well-managed company in which good performance is rewarded and poor results corrected. Expatriates are considered to be more familiar with the corporate culture of a company, which not only increases the effectiveness of communication but also the interrelationship in local or regional businesses (Li, 1995; Thornton & Thornton, 1995).

Black's study (1999) showed a positive relationship between a multinational organization's ability to develop global leaders and bottom-line success of the organization. Black's study also revealed a positive relationship between the level of employee internationalization and the organization's return on assets (ROA). Additionally,

globalization of people is the key to competitive international business success.

In the past few decades, Multinational Corporations have increased the proportion of their foreign operations to total operations (Alder, 1986). This increase gives expatriates of Multinational Corporations opportunities to interact with different cultural and social values, which include overseas assignments and working with people of different nationalities (Deshpande & Viswesvaran, 1992).

#### Failure of Expatriation

In spite of these positive benefits, 20% of expatriate personnel sent abroad return prematurely or fail from an overseas assignment and approximately 50% endure to the end of their assignment but remain ineffective in their jobs and unhappy in their social life (Mendenhall & Oddou, 1988; Kaye & Taylor, 1997). The failure of expatriation and expatriates' unhappiness with their foreign activities has resulted in a significant decrease in productivity in many industries (Kaye & Taylor, 1997). Cultural adaptation trouble is the leading cause of failed assignments (Frazee, 1999). The pressure is tremendous when expatriates and their families try to adjust to a new workplace culture. In addition, studies have pinpointed that most expatriate employees failed because of:

- Spouse's inability to adapt in strange environment.

- Expatriates' inability to adapt in strange environment.

- Miscellaneous family problems.

- Personal or emotional immaturity.

- Expatriates' inability to assume the responsibilities of overseas work.

- Lack of technical capability.

- Lack of motivation at work in overseas assignments (Tung, 1981; Baliga & Backer,

1985).

Numerous uncertainties, discomforts, and anxieties are associated with expatriate activities when an expatriate manager encounters changes in job function, responsibility, or a promotion (Frith, 1981). In order to compensate these deficiencies, attributes such as adaptability, flexibility, good communication skills are one of the most desirable attributes being recommended for expatriates to realize and learn (Tung, 1981; Shay & Tracey, 1997).

### Cross-Cultural Training (CCT)

Hofstede (1993) defined that “culture is the collective programming of the mind which distinguishes one group or category of people from another” (p. 89). This also implied that culture could be discovered through observations of beliefs, values, customs, and etc from a group of people (Hofstede, 1993). Cross-Cultural Training is a training program designed for increasing the probability of people’s successful adjustment in dealing with other cultures (Anonymous, 1995). Prior to the appearance of CCT, Hofstede (1980) was outlined a theoretical framework of cross-cultural issues. This framework described that all cultures could be classified into four different dimensions: power distance, individualism-collectivism, masculinity-femininity, and uncertainty avoidance. These four dimensions have been used for the development of effective intercultural training and adjustment (Morris & Robie, 2001)

Harrison’s study (1994) emphasized that given research results on the high expatriate failure rate, organizations must seriously consider the financial and strategic costs of not providing CCT. Tung (1987) and Black & Mendenhall (1990) have suggested that CCT is like a vehicle that facilitates effective cross-cultural interaction. Although

there are strong arguments presented for the use of CCT, only 30% of employees sent on expatriate assignments actually receive CCT (Tung, 1981; Black, 1988). In Black and Mendenhall's (1990) study, a thorough review of the empirical literature on the effectiveness of CCT discovered that conflicting views exist among corporate leaders and academicians on the effectiveness of CCT. Academicians who trust the effectiveness of CCT fail to offer conclusive empirical evidence to support their beliefs (Deshpande & Viswesvaran, 1992). Deshpande and Viswesvaran (1992) found that CCT does indeed have a strong and positive impact on cross-cultural skills development, cross-cultural adjustability, and job performance of individuals. These are just part of so called cross-cultural adjustments. Lebia-O'Sullivan (1999) mentioned that cross-cultural competencies have been proven to be helpful for cross-cultural adjustments. These cross-cultural competencies include emotional stability, extraversion, agreeableness, openness to experience, and conscientiousness.

**Emotional Stability** is the ability to deal with stress. This may be connected to the stable personality trait of emotional stability. Emotional stability also refers to the tendency to be calm, even tempered, and relaxed; to deal with stressful situations without getting upset; and to be inclined toward self-acceptance. It is significantly related to supervisors' appraisals of expatriate adaptation.

**Extraversion** refers to an interpersonal orientation, or a willingness to develop interpersonal relationships with people in general. It was found that introverts were more likely to experience cross-cultural adjustment and performance problems.

**Agreeableness** refers to being unselfish, cooperative, likeable, and socially sensitive in interpersonal relations. This also correlated positively with both self- and

supervisory-appraisals of expatriate adaptation.

**Openness to Experience** refers to the possession of an active imagination, a preference for variety, a willingness to entertain new ideas, and an interest in intellectual matters. Openness to experience may help a person's adaptive behavior while interacting with various minority groups.

**Conscientiousness** was defined as being purposeful, strong-willed, and determined, as well as being capable of controlling impulses prudently, reliably, and in conformity with the situation. Conscientiousness could potentially affect an expatriate's capacity to judge culturally differences and recognize the value of his or her long-term career development (Libia-O'Sullivan, 1999).

### **Functions of a Cross-Cultural Training**

Within CCT, a successful adjustment is defined as a combination of four factors:

**Good personal adjustment.** This represents a person's feeling of contentment and happiness. A person can comfortably express his or her feeling of "I am doing well".

**Development and maintenance of good interpersonal relations with hosts.** This represents that a person should respect people of different cultures and be willing to be involved, share information, and spend time in the local community. Therefore, being able to get along with others is what needs to be achieved.

**Task effectiveness.** This is the achievement of work goals in another cultural environment. Once people are able to reach their work goals within the context of another culture, the sharing of the "how to" knowledge gained is invaluable in helping others adjust their own methods and attitudes. For example, a teacher's teaching style needs to be adjusted to accommodate students who have different learning styles. Attitude and method

adjustment is a key determiner in task effectiveness or work goal achievements.

**No greater stress or experience of culture shock than would occur in the home culture when moving into a similar role.** Hotel expatriates have stressful jobs regardless of whether they are in Taiwan, Tokyo, or San Francisco. If an individual experiences only the natural period of cultural shocks or adjustments that any person would experience, with no greater stress than would be caused by the same circumstances in his or her own culture, then this fourth aspect is achieved (Cushner & Brislin, 1996).

Leiba-O'Sullivan (1999) also mentioned that the most common cross-cultural adjustments an individual would experience are:

**Work Adjustment:** This includes emotional adjustment with respect to job responsibilities, supervision, and performance expectations.

**General Living Adjustment:** This refers to emotional adjustment with respect to housing, food, shopping, etc.

**Interaction Adjustment:** This involves people from different cultures and includes adjustment to socializing and communication with the host country.

### **Impact of Cross-Cultural Training**

Pucik et al. (1992) found that in the past international employment selection focused on testing expatriates for cross-cultural adaptability. Today's emphasis is on identifying expatriates capable of rapid learning across nations.

Administrators should consider the impact CCT could have on the bottom line. However, it is expensive to conduct CCT. Arthur Andersen Consulting and Bennett Associates in 1997 found that over 60% of U.S companies were providing CCT for their expatriate employees (Bennett, Aston, & Colquhoun, 2000). A good CCT program



significantly improves expatriate adjustment and performance efficiency (Harrison, 1994).

#### The Importance of Cross-Cultural Training on Expatriates in Taiwan

The expatriate's reward is totally based on overall performance in the host-country (Black et al., 1999). Appraisal and compensation policies determine whether they receive a reward or not. Expatriate employees know if they can reduce the costs of overall operations in the host-country, rewards or bonuses will increase. However, the training for understanding and penetrating local environments that multinational corporations have is also perceived as important in overall performance in overseas operations. In reality, most MNCs' are less likely to teach familiarity with local environments as the first priority in host-country operations.

Due to increased interactions among nations, a significant amount of overseas business operations are on the rise worldwide (Mataloni, 1999). Corporations are moving into regions overseas where prosperous economies give MNC opportunities to invest. This has generated an urgent need for expatriate managers to receive CCT. Tung (1981) found that the expatriate failure rate in Europe and Japan is noticeably low (approximately five to 10%) when expatriates receive a CCT program. In Europe and Japan 63% of expatriates received CCT compared to only 32% in the U.S. This indicates that there is room to promote CCT and it is one of the best solutions to enhance expatriate success (Shay & Tracey, 1997).

## CHAPTER III

### METHODOLOGY

#### Introduction

The methodology of this study is divided into: research design, research subjects, research instruments, research procedures, and research analysis. The research design section describes the variables used in the study. The research subject section describes how subjects were identified and who they are in the study. The research instrument section describes the self-administrated questionnaire developed for this study. The research analysis section describes the statistical methods used from the Statistical Package for Social Sciences (SPSS).

#### Research Design

Descriptive research design was used for this study. Variables used for questionnaires in this study are: overseas work experience, length of time working in Taiwan, whether CCT was received, level of education, level of adjustment in Taiwan living environment, perception of business operations, the importance of specified attributes, and the perceived importance of CCT programs.

#### Research Subject

The target population for this study was expatriate hotel employees who hold a position in lodging facilities in Taiwan. International studies usually have low response rates due to lack of available research channels to reach the target population (Naumman, 1993). Low response rates also occur in hospitality industry surveys. An average 10-20% and rates below 31% are common and rates of 18% are typical (Martin, 1996). This study

attempted to put as much effort as possible into increasing the response rate based on accessibility and availability of resources and conditions. In order to identify subjects (expatriate hotel employees), four methods were used.

### **Identify expatriate hotel employees in Taiwan**

**Method One:** In order to identify expatriate hotel employees, the researcher entered keywords, including “hotel Taiwan”, “tourist hotel”, “international tourist hotel”, and “expatriate Taiwan” into search engines in World Wide Web (WWW). These search engines including Google, Yahoo, Yahoo Taiwan and Ask Jeeves. Information obtained from these search engines has the reputation of being extremely accurate (Gouthro, 2000). The results from each search engine were:

<b>Search Engines</b>	<b>Result</b>
Google (www.google.com)	No contact information for expatriate hotel employees was found.
Yahoo (www.yahoo.com)	Same as above
Yahoo Taiwan (tw.yahoo.com)	Information about Taiwan was provided for expatriate personnel.
Ask Jeeves (www.askjeeves.com)	No contact information for expatriate hotel employees in Taiwan was found.

Research conducted on these search engines as to numbers of expatriate hotel employees and their contact information produced no results.

**Method Two:** In this method, the researcher attempted to contact every lodging facility in Taiwan via electronic mail (email). A total of 83 email addresses, consisting of 56 international tourist hotels and 27 tourist hotels, was obtained from the home page of the Tourism Bureau in Ministry of Transportation and Communication of Taiwan (Taiwan Tourism Bureau, 2001). These email addresses exist for the purpose of customer service in each Taiwanese lodging facility.

The total of 83 email addresses was obtained. Each of these 83 lodging facilities was sent a letter (Appendix A) via email asking for assistance in locating and identifying their expatriate hotel employees. These 83 emails were sent in English and Chinese on June 17, 2001.

The result of method two revealed few responses. Based on responses, the Ministry of Economic Affairs of Taiwan's (MOEA) email address was identified.

**Method Three:** A letter (Appendix A) was sent via email to the customer service division of MOEA in Taiwan on June 24, 2001. The researcher was notified by an email from MOEA on July 2001. This email stated that approximately 140 expatriate hotel employees were currently employed in Taiwan lodging industry. A lodging-facility list (Appendix B) was provided. Asterisks indicated which lodging facilities had expatriate hotel employees. The total number of lodging facilities with asterisk indications was twenty-five. However this lodging-facility list does not provide the names and contact information of expatriate hotel employees. Therefore, contacting the director of each human resource department in each lodging facility based on the lodging-facility list was necessary.

**Method Four:** The researcher flew from Stillwater, Oklahoma to Taiwan on August 27, 2001. The researcher contacted directors of each HR department via telephone of the 25 lodging facilities that had expatriate hotel employees. After telephone conversations with these directors, a total of 60 expatriate hotel employees were identified (Appendix C). Important to note is that not all HR directors were willing to release the names and contact information of expatriate hotel employees due to high confidentiality.

### **Expatriate hotel employees identified**

Sixty expatriate hotel employees were identified and the sample size of 60 was also determined.

The researcher physically delivered the questionnaires to those 22 human resource directors whose lodging facilities had expatriate hotel employees and were willing to cooperate with the researcher. Of the sixty expatriate hotel employees, thirty-two completed questionnaires were returned with a response rate of 53.3%.

### **Research Instrument**

A self-administrated survey method was used as the main data-gathering instrument (Kerlinger, 1986; Li, 1995).

The questionnaire development was based mainly on the review of literature as well as questions used in previous research (Tung, 1981, 1987; Black, 1988; Smith, 1993; Li, 1995; Eschbach, 1996; Shay & Tracy, 1997; Feng & Person, 1999; Kriegl, 2000). The questionnaire consisted of five parts. **Part One** (Q1-10) measured the expatriates' level of adjustment to Taiwan living environment. **Part Two** (Q11-15) measured the expatriates' perceptions of Taiwan's business operation for expatriate hotel employees. **Part Three** (Q16-26) measured the expatriates' perceptions of how important the specified attributes were. **Part Four** (Q27-28) asked if expatriates had received CCT as well as what types of training they chose to participate in as expatriates. And, **Part Five** (Q29-41) gathered expatriates' demographic information. This questionnaire contained Likert scale multiple choice, and fill-in the blanks questions. There were 41 questions in the survey. Appendix E shows the format of the actual questionnaire used in the survey research.

## **Measurement**

Most of variables examined in this study exist in the literature. The following measures were used in previous studies.

**Cultural Adjustment.** The respondents' adjustment towards a host country was measured by 10 items (Black, 1988 & Eschbach, 1996). Respondents were asked to indicate how well they rate on the 10 items on a five-point Likert scale followed by a statement: "*How easily did you adjust to.*"

**Perception of Success.** The respondents' perceptions toward being successful in Taiwan's business operation were measured by five items. Respondents were asked to indicate how strongly they disagreed and agreed with the five items followed by a statement: "*I had an easy time understanding.*" These five items were measured on a six-point Likert scale.

**Desirable Attributes.** Desirable attributes were measured by 11 items used by Shay & Tracy (1996). These items were measured on a five-point Likert scale with five being "very important" and one being "not important". Kriegl (2000) also used these measures in a study of expatriate management.

**Cross-Cultural Training.** A question (Q27) was asked with a statement; "*Have you receive any kind of CCT (designed to prepare you to live and work in a culture other than your own) for this assignment?*"

**Perception of Type of Cross-Cultural Training.** The respondents' perceptions toward types of CCT were measured by four items (Eschbach, 1996). The four items are in questions 28a to 28d in the actual questionnaire. These four items were measured on a five-point Likert scale with five being "very important" and one being "not important".

**Years of Overseas Work Experience:** There are two questions asking respondents whether or not they had overseas work experience prior to taking their present job and how long they had been working in Taiwan.

#### Research Procedures

After the Internal Review Board (IRB) at Oklahoma State University approved (Appendix F) the survey, a pilot study was conducted with 10 graduate students in the College of Human Environmental Sciences at Oklahoma State University. Based on suggestions made after the pilot study, appropriate changes were completed and the final version was presented in Appendix E. The cover letter (Appendix D) was also included with this questionnaire.

In order to ensure that the questionnaires were delivered to the subjects, the researcher himself flew from Stillwater, Oklahoma to Taiwan, on August 27, 2001. The researcher conducted the survey on the First of September in 2001. The questionnaires were physically delivered and emailed to each lodging facility based on the list available in Appendix C. Two follow-ups were made after initial delivery. One follow-up was sent via email to those Human Resource directors based on the list in Appendix C on September 19. A total of 19 questionnaires were successfully returned after the first follow-up. The response rate was 38.3% (23 out of 60). Another follow-up was made on October four of 2001 to Ritz Landis hotel, Grand Hyatt Taipei, Rebar Crown Plaza hotel, Grand Formosa Taipei, Sherwood hotel Taipei, the Westin Taipei, Grand Hi-Lai hotel, and Hotel Royal Chihpen Spa. A total of nine questionnaires were returned via fax after the second follow-up.

In total 32 completed questionnaires were returned for a 53.3 response rate (32 out

of 60).

### Research Analysis

Basic statistical analyses were used which were: frequency, mean, standard deviation, and independent samples *t*-test. These were employed to answer proposed research questions in Chapter one and accompanied with data presentation. The data was coded and entered on a SPSS file. The statistical techniques enabled the researcher to determine relationships between variables. The analysis was conducted by using the Statistical Package for Social Science (SPSS) for Window program version 10 (SPSS).

### Limitation

Several limitations that this study encountered were:

1. Low budget of this study: This study is self-funded. In order to control the budget of this study, electronic mail (email) was used to contact lodging facilities in Taiwan and the questionnaires were physically delivered to lodging facilities by the researcher.
2. Small sample size: The population of this study is expatriate hotel employees who are currently employed in Taiwan lodging industry. The total number of expatriate hotel employees is 140 in Taiwan. However, only 60 of them were identified by this study.
3. Weather: During the September of 2001, the most terrible flooding occurred in Taiwan. People who work in lodging facilities that have expatriate hotel employees were busy cleaning up their environments.
4. The event of September of 11: People who work in Taiwan lodging industry suffered from depression, especially expatriate hotel employees. Attention to the



survey was diminished in light of the events of September 11.

## CHAPTER IV

### RESULTS AND DISCUSSION

This chapter reports the results of the hotel expatriate employee's survey. First, a presentation of the characteristics of respondents, including frequency table and percentage rating, is given. Second, the results and discussion of each research question is reported as well.

#### Characteristics of Respondents

A total of 60 questionnaires were delivered to the director of each human resource department for the lodging facilities in Taiwan based on the list provided in Appendix C. There were 32 responses for an overall response rate of 53.3%. These 32 responses represent the sample study defined in this research.

Table 1 describes subject's non-career related demographic information. The respondents displayed a diversified background with 12 nationalities. According to their ethnic origins, these respondents can be further categorized as Westerners (European and American ethnic origin), Asian-Chinese (Chinese origins) and Asians (non-Chinese origins). Westerner is the majority group comprising 47.1% of the total sample, with Asians and Asian-Chinese making up 25% and 21.9% respectively. Male and female respondents represented 81.3% and 18.8% respectively. More than half of the respondents are married (62.5%) while 37.5% are single. Approximately 78.8% of the respondents are between the ages of 31 and 50. The majority of respondents have college degrees and higher levels of education (84.4%) while 15.6% have high school degrees.

TABLE I

## SUBJECT'S NON-CAREER RELATED DEMOGRAPHIC INFORMATION

<b>1. Nationality</b>	Number	Percent
America	8	26.7
Japan	4	12.5
United Kingdom	4	12.5
Singapore	3	9.4
Australia	2	6.3
Swiss	2	6.3
Austria	2	6.3
French	1	3.1
Italy	1	3.1
India	1	3.1
Malaysia	1	3.1
German	1	3.1
Missing Data	2	6.3
Total	32	100
<b>2. Ethnic Origin</b>	Number	Percent
Western	15	47.1
Asian	8	25.0
Asia Chinese	7	21.9
Missing Data	2	6.3
Total	32	100
<b>3. Gender</b>	Number	Percent
Male	26	81.3
Female	6	18.8
Total	32	100
<b>4. Martial Status</b>	Number	Percent
Married	20	62.5
Single	12	37.5
Total	32	100
<b>5. Age Group</b>	Number	Percent
41-50	14	43.8
31-40	11	34.4
21-30	5	15.6
51-60	2	6.3
Total	32	100
<b>6. Education Level</b>	Number	Percent
Four-year college degree	17	53.1
Graduate	10	31.3
High School	5	15.6
Total	32	100

Table 2 shows subjects' career related demographic profiles. Question 32 in the questionnaire asked the respondents to indicate how long you had worked in Taiwan. About 31.3% of the respondents indicated that they had worked in Taiwan for over four years. Twenty-five percent of respondents have worked in Taiwan for two to three years. Eighteen and eight tenths percent of the respondents indicated that they have worked in Taiwan for less than one year. In addition, more than half of the respondents (59.4%) indicated that lodging facilities they are working with are in the northern part of Taiwan. Question 37 in the questionnaire asked the respondents to indicate the department they worked in. A total of 50% respondents indicated that they worked in the food and beverage department and 21.9% of the respondents worked in the offices of the general manager. In addition, Question 38 in the questionnaire asked the respondents to specify the titles of their positions. The result showed that, out of all respondents, the majority of them (25%) hold general manager positions, followed by executive chefs (18.8%). About 71.9% of the respondents indicated that they had overseas work experience prior to taking their present job while 28.1% of the respondents did not have prior oversea work experience. A total of 28.1% of the respondents indicated that they had had CCT for this assignment.

TABLE II  
SUBJECT'S CAREER RELATED DEMOGRAPHIC PROFILE

<b>1.How long have you worked in Taiwan?</b>	Number	Percent
Over four years	10	31.3
Two to three years	8	25
Less than one years	6	18.8
One to two years	5	15.6
Three to four years	3	9.4
Total	32	100

<b>2. Location of lodging facility</b>	Number	Percent
Northern Part	19	59.4
Eastern Part	6	18.8
Southern Part	5	15.6
Western Part	1	3.1
Middle Part	1	3.1
Total	32	100

<b>3. Department</b>	Number	Percent
Food and Beverage	16	50
General Management	7	21.9
Front Office	5	15.6
Personnel	1	3.1
Marketing/Sale	1	3.1
Financial Control	1	3.1
Others	1	3.1
Total	32	100

<b>4. Job Title</b>	Number	Percent
General Manager	8	25
Executive Chef	6	18.8
Director	4	12.5
Executive	1	3.1
Senior guest relationship	1	3.1
Supervisor	1	3.1
Assistant financial manager	1	3.1
Marketing manager	1	3.1
Manager	1	3.1
Missing Data	8	25
Total	32	100

<b>5. Overseas work experience</b>	Number	Percent
Yes	23	71.9
No	9	28.1
Total	32	100

<b>6. Cross-Cultural Training</b>	Number	Percent
Yes	9	28.1
No	23	71.9
Total	32	100

## Discussion

In this section, the proposed research questions are answered and reported:

**Question one:** Do expatriate hotel employees who have received prior CCT have an easier time adjusting to Taiwan living environment?

More than half of the respondents (71.9%) had not received any CCT prior to taking this assignment in Taiwan while 28.1% of the respondents indicated that CCT was provided and designed to facilitate their cultural adjustment. The mean scores for the respondents who answered “YES” (CCT was received) in each variable of Taiwan living environment was compared with the mean for the respondents who answered “NO” (CCT was not received) for that same variable. The variables in Taiwan living environment were measured with “1” equal to “Not very well adjusted and “5” equal to “Very well adjusted”. The results of the mean score (3.44) in the transportation system variable for the respondents who answered “YES” for receiving CCT is lower than the mean score (3.65) for the respondents who answered “NO” for receiving CCT. Although the adjustment of “Speaking of local language and communicating” was not rated very high, it obtained a noticeable mean difference (YES=3.67, NO=3.13). It was the greatest difference of all variables in Taiwan living environment. The value of the mean remained similar in “Cost of living” between the respondents who answered, “YES” and “NO.” And, the respondents who received CCT did adjust better in shopping, food, and health care facility than those who did not.

Results of independent samples *t*-test revealed no significant difference in Taiwan living environment for expatriates who responded “YES” and “NO” in receiving CCT prior to this assignment in Taiwan.

Based on the results showed in Table 3, CCT did affect the adjustment of expatriates to the Taiwan living environment.

TABLE III  
THE EFFECTS OF CCT ON THE ADJUSTMENT TO TAIWAN LIVING  
ENVIRONMENT

Taiwan living environment How easily did you adjust to:	Did you receive any kind of CCT prior to this assignment in Taiwan?		
	YES		
	N	M <sup>a</sup>	SD
The shopping	9	4.56	.88
The food	9	4.11	.93
The health care facility	9	4.11	.78
The cost of living *	9	3.78	.97
Socializing and making friends	9	3.78	.97
The entertainment /recreation facilities & opportunities	9	3.67	.87
Speaking of local language and communicating	9	3.67	.50
The weather	9	3.56	.88
The housing **	9	3.56	.88
The transportation system **	9	3.44	.53
Grand Mean		3.82	.82
	NO		
	N	M <sup>a</sup>	SD
The shopping	23	3.96	.98
The housing **	23	3.83	1.03
The health care facility	23	3.78	1.20
The cost of living *	23	3.78	1.09
Socializing and making friends	23	3.65	.93
The transportation system **	23	3.65	.98
The food	23	3.61	1.20
The weather	23	3.48	1.20
The entertainment /recreation facilities & opportunities	23	3.22	1.00
Speaking of local language and communicating	23	3.13	1.01
Grand Mean		3.61	1.06

Note: a = Means were calculated on the basis of the scale 1-5, with 1 = not adjusted at all, and 5 = very well adjusted. SD = Standard Deviation.

\* This variable appears that the means are equal in "YES" and "NO".

\*\* This variable appears that the mean in "YES" is less than "NO".



**Question two:** Do expatriate hotel employees who receive prior CCT have an easier time understanding business operations in Taiwan?

The results in Table 4 show the effects of those expatriates who received CCT on understanding business criteria. The mean scores of the respondents who received CCT showed no differences on the understanding Taiwan political system (3.78) and the legal issues (3.56). The mean scores of the respondents who received CCT revealed that they understand the philosophy of gift giving and receiving (4.11), the business language (4.09), and the Taiwan business protocol (4.00). Expatriates who did not receive CCT perceived that the Taiwan business protocol (4.50), the business language (4.09), and the philosophy of gift giving and receiving (3.95) were also important to understand in order to be successful in operating lodging business in Taiwan.

Results of independent sample *t*-test indicated no significant difference in items of “Knowledge of Business Operation” for expatriates who responded “YES” or “NO” in receiving CCT prior to this assignment in Taiwan. The grand mean score (3.91) of expatriates who receive CCT were close to grand mean score (3.97) of expatriates who did not receive CCT.

Regardless of whether expatriate hotel employees received CCT or not, the majority of them agreed that the philosophy of gift giving and receiving, the Taiwan business protocol, and the business language are main factors of success in Taiwan.

TABLE IV  
THE EFFECTS OF CCT ON UNDERSTANDING BUSINESS OPERATIONS IN  
TAIWAN LODGING INDUSTRY

Business Operations	Did you receive any kind of CCT prior to this assignment in Taiwan?					
	YES			NO		
	N	M <sup>a</sup>	SD	N	M <sup>a</sup>	SD
The philosophy of gift giving and receiving	9	4.11	1.69	22	3.95	1.56
Business language	9	4.09	1.41	23	4.09	1.41
The Taiwan business protocol	9	4.00	1.66	22	4.50	1.30
Taiwan Political System	9	3.78	1.72	22	3.77	1.34
Legal Issues	9	3.56	1.33	22	3.55	1.34
Grand Mean		3.91	1.56		3.97	1.39

Note: a = Means were calculated on the basis of the scale 1-6, with 1 = strongly disagree, and 6 = strongly agree. SD = Standard Deviation.

**Question three:** Do expatriate hotel employees who have had prior overseas work experience perceive that specified attributes (cultural sensitivity, interpersonal skills, adaptability, flexibility, tolerance, industry experience, previous experience with other cultures, resourcefulness, self-confidence, having an understanding of Taiwan's/local etiquette, and language skills) are more important than do expatriate hotel employees who have not had overseas work experience?

Expatriate hotel employees who have had prior overseas work experience were 71.9% while 28.1% of them did not have prior overseas work experience. Table 5 shows the mean scores of the eleven desirable attributes ranked by the expatriate respondents. The grand mean (4.04) for expatriate respondents who answered "YES" on prior overseas work experience exceeds the grand mean (3.68) for respondents who answered "NO" on prior overseas work experience. The rating for expatriates who answered "YES" on overseas work experience indicated that cultural sensitivity (4.39), flexibility (4.35), interpersonal skills (4.30), having an understanding of Taiwan's/local etiquette (4.26), and

adaptability (4.09) were the top five rated desirable attributes, followed by the tolerance (4.04). However, the desirable attributes rating for expatriates who answered “NO” on overseas work experience differed from the expatriates who answered “YES”. The expatriate respondents who did not have prior overseas work experience considered cultural sensitivity (4.00), having an understanding of Taiwan /local etiquette (4.00), adaptability (3.89), interpersonal skills (3.78), and resourcefulness (3.78) as the top five, followed by flexibility (3.67).

Expatriate respondents who have had prior overseas work experience do have different points of view on desirable attributes.

The results in Table 5 also revealed that cultural sensitivity (4.39), flexibility (4.35), interpersonal skills (4.30), having an understanding of Taiwan’s /local etiquette (4.26), and adaptability (4.09) as the top five according to expatriates who have had prior overseas work experience. Except for “Resourcefulness”, the rest of the desirable attributes were perceived better than those expatriate respondents who responded “NO” to prior overseas work experience.

Results of independent samples *t*-test revealed no significant difference in items of “Desirable Attributes” for expatriates who responded “YES” or “NO” in having overseas work experience prior to this assignment in Taiwan.

TABLE V  
SUMMARY OF MEAN RATINGS FOR OVERSEAS WORK EXPERIENCE AND  
DESIRABLE ATTRIBUTES

Desirable Attributes	Expatriate hotel employees who <i>have</i> had overseas work experience (YES)		
	N	M <sup>a</sup>	SD
Cultural sensitivity	23	4.39	.89
Flexibility	23	4.35	.93
Interpersonal skills	23	4.30	.92
Having an understanding of Taiwan's /local etiquette	23	4.26	.95
Adaptability	23	4.09	.90
Tolerance	23	4.04	.93
Self-confidence	23	4.04	.93
Culture experience	23	3.96	.88
Industry experience	23	3.87	.92
Attribute in language skills	23	3.70	.88
Resourcefulness	23	3.43	.90
Grand Mean		4.04	.91
Desirable Attributes	Expatriate hotel employees who <i>have</i> <i>not</i> had overseas work experience (NO)		
	N	M <sup>a</sup>	SD
Cultural sensitivity	9	4.00	1.00
Having an understanding of Taiwan's /local etiquette	9	4.00	1.00
Adaptability	9	3.89	.78
Interpersonal skills	9	3.78	.97
Resourcefulness	9	3.78	.83
Flexibility	9	3.67	.87
Industry experience	9	3.65	1.12
Tolerance	9	3.56	.88
Culture experience	9	3.44	.73
Self-confidence	9	3.44	.88
Attribute in language skills	9	3.22	.83
Grand Mean		3.68	0.89

Note: a = Means were calculated on the basis of the scale 1-5, with 1 = not at all important, and 5 = very important. SD = Standard Deviation.

**Question four:** Do expatriate hotel employees who spend more years working in the Taiwan lodging industry have a better understanding of business operations than those who have spent less years working in Taiwan lodging industry?

The largest percentage of respondents (31.3%) answered that they have worked in their position for over four years. Twenty-five percent indicated they had worked two to three years while 18.8% of the respondents answered that they had worked for less than one year.

This study comparing the mean scores of “Less than one year”, “One to two years”, “Two to three years”, “Three to four years”, shows no mean difference. Table 6 shows the grand mean scores in Taiwan political system, legal issues, the philosophy of gift giving and receiving, and the Taiwan business protocol where respondents who had “Over four years” working in the Taiwan lodging industry (Grand mean = 4.10) did exceed the respondents who answered “Less than one year” working in the Taiwan lodging industry (Grand mean = 3.67).

Results of independent samples *t*-test indicated that no significant difference on expatriates’ years of working experience in “Knowledge of Business Operation”.

The results also revealed the ranking of those attributes within “Knowledge of business operation”. Expatriates who have spent over four year working in Taiwan perceived that Taiwan political system, business protocol, and the philosophy of gift giving and receiving are ranked number one, two, and three, respectively among those attributes.

TABLE VI  
RESULTS OF MEAN COMPARISON FOR YEARS WORKING IN TAIWAN BY  
BUSINESS OPERATIONS

Business Operations	Less than <b>one</b> year			Over <b>four</b> years		
	N	M <sup>a</sup>	SD	N	M <sup>a</sup>	SD
Taiwan political system	5	3.20	1.10	10	4.30	1.42
Legal issues	5	3.40	1.34	10	3.80	1.23
The philosophy of gift giving and receiving	5	3.40	1.82	10	4.20	1.48
The Taiwan business protocol	5	4.00	1.41	10	4.30	1.64
Business language	6	4.33	1.51	10	3.90	1.73
Grand Mean		3.67	1.44		4.10	1.49

Note: a = Means were calculated on the basis of the scale 1-5, with 1 = not at all important, and 5 = very important SD = Standard Deviation.

**Question five:** What type of CCT did hotel expatriate employees perceive are the most important relative to cross-cultural adjustment?

Table 7 shows the mean scores of type of CCT ranked by the respondents. The results show that Taiwan cultural awareness was perceived the most important CCT and ranked number one. Experiential training and language were rated in second and third place, respectively.

TABLE VII  
MEAN SCORE RATINGS ON TYPE OF CROSS-CULTURAL TRAINING

Types of Training	N	M <sup>a</sup>	SD
Taiwan cultural awareness (e.g. religious beliefs, business philosophies)	29	4.21	.90
Experiential training (e.g. understanding business, social etiquette and stereotypes)	29	3.97	1.02
Language training	29	3.69	1.00

Note: a = Means were calculated on the basis of the scale 1-5, with 1 = not at all important, and 5 = very important SD = Standard Deviation.

## Summary

This chapter has presented the results of the 32 survey respondents from the Taiwan lodging industry. The proposed research questions were answered and reported based on the data analysis of the 32 survey respondents. A summary of the results for each proposed research question are as followed:

The results of question one (Do expatriate hotel employees who receive prior CCT have an easier time adjusting to Taiwan living environment?) are somewhat positive. Other than the housing and transportation, the respondents who received CCT did adjust better in most categories of Taiwan living environment than those who did not; however, not significantly so.

The results of question two (Do expatriate hotel employees who have received prior CCT have an easier time understanding business operations in Taiwan?) indicate that those who have had CCT agree that the philosophy of gift giving and receiving, the Taiwan business protocol, and business language were factors of being successful in the Taiwan lodging industry. Again, there was no significant difference found.

The results of question three (Do expatriate hotel employees who have had prior overseas work experience perceive that specified attributes are more important than do expatriate hotel employees who have not had prior overseas work experience?) indicate that other than “Resourcefulness”, the respondents who had overseas work experience did perceive desirable attributes differently than those who did not have, but not significantly.

The result of questions four (Do expatriate hotel employees who spend more years working in the Taiwan lodging industry have a better understanding of business operations than those who have spent less years working in Taiwan lodging industry?) indicate that



the respondents who have worked more than four years in Taiwan did understand business operations better than those who have worked less than one year. Again, this was not a significant difference.

The results of question five (What type of CCT do hotel expatriate employees perceive are the most important relative to cross-cultural adjustment?) reveal that the respondents perceived that Taiwan cultural awareness training is the most important CCT for them to have.

## CHAPTER V

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

#### Summary

The purpose of this study was to investigate the needs of Cross-Cultural Training (CCT) in terms of expatriate hotel employees working in the lodging industry of Taiwan. This study also looked at the whole picture of the relationship between expatriate hotel employees working in Taiwan and implications of CCT.

#### Conclusions

CCT is widely discussed by many researchers (Tung, 1981 & 1987; Baliga & Baker, 1985; Mendenhall & Oddou, 1988; Black & Mendenhall, 1990; Deshpande & Viswesvaran, 1992; Brewster & Pickard 1994; Li, 1995; Cushner & Brislin, 1996; Shay & Tracey, 1997). Morris and Robie's (2001) findings indicated that due to the high cost of expatriate assignments, all training program should be seriously and systematically developed and reevaluated through feedback of trainees. Shay and Tracy (1997) also found that hospitality specified CCT needed to be established based upon characteristics in both objective (ability to distinguish host culture and home culture) and subjective (belief, customs, values, norm, and so on). Tung (1987) suggested that a long-term orientation should also be employed and included in training programs. This could help expatriates' turnover rates to decline and increase the company's willingness to invest in training programs (Tung, 1987). Although Bhawuk and Triandis (1996) indicated that participating in CCT helped people to identify important differences between two cultures, develop critical incidents focusing on these differences, and train people to cope with these

differences (cross-cultural issues), this study has revealed no significant differences for expatriates who received CCT and expatriates who did not receive CCT in areas such as Taiwan living environment and knowledge of business operations.

### Recommendations

Lodging facilities where expatriate employees are needed may consider selecting people who are from the host country. In fact, it is a current trend to utilize local employees with familiarity of the host country environment. This has taken place in the Far East with the transfer of skills from European management to locals (Go & Pine, 1995; Barber & Pittaway, 2000). The length of adjustment could be reduced more quickly than the adjustment time of expatriates from different regions.

To have a fundamental knowledge of how the lodging business operates in Taiwan is critical for expatriates to comprehend. People “must deal with dozens of different governments, regulations, import and export controls, and laws relating to taxation, depreciation, banking, and security” (Selwitz, 1999, p.62). Importing these criteria into cross-cultural training programs may be beneficial for expatriates who require special attention on business operations.

Helping expatriates to develop certain attributes such culturally sensitive or being flexible would give them a fundamental perspective of how to become a better lodging employee in Taiwan. Besides, providing a well-established working environment and incorporating cultural awareness training as an employment orientation tool would also help expatriates to learn and cope with obstacles in a timely manner. According to Tung (1987), cultural awareness training helps individuals to adjust not only in their environment but also in their personal situation. However, this study shows that CCT does

not have a significant impact on expatriate adjustment in the Taiwan lodging industry.

From an academic point of view, it is evident that hospitality management schools have the responsibility to assist students in exploring their potential and becoming qualified managers, especially for overseas assignments. There exists an inevitable trend of globalization. Developing coordination based on the academic training from hospitality management schools and an acculturation-training program from hospitality companies will take time, effort, and money. Although CCT may not have a certain level of impact in the Taiwan lodging industry, it could be a valuable tool for expatriates to cope with culture shock. Furthermore, learning requisite skills and developing appropriate personal attributes through CCT not only could assist expatriate hotel employees in their success adapting to culturally different environments, but would also help avoid costs that hospitality companies might suffer with the early departure of those expatriate hotel employees who are unable to adapt in Taiwan.

### **Limitations**

The main limitation of this study was that only 60 expatriate hotel employees participated in the research, so the sample is not representative of the whole population of expatriate hotel employees in Taiwan. The second limitation is that this study only explored a limited number of variables related to adjustment of expatriates.

### **Future Research**

Many other variables still can be explored in the future. For instance, the labor turnover situation among expatriate hotel employees in Taiwan is worth of exploration. The trend of using local employees instead of expatriate employees should be explored. Also, comparing the selection criteria, which specifically target expatriate hospitality

employees from different regions, such as other Asian countries, United States, and European countries would be valuable information. This data might help companies to assign the right people to the right places.

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## **APPENDIXES**

APPENDIX A  
SEEKING ASSISTANCE LETTER

## ENGLISH VERSION

For whom it may concern:

GREETING and HELP!! I do not wish to be an intrusion so please disregard this message if you feel it is an intrusion.

My name is Wei-Tang Hu. I am a graduate student who studies in the School of Hotel & Restaurant Administration at Oklahoma State University. Currently, I am working on my research project. My concentration is in human resource management/ Hotel Expatriate Managers. Currently, Dr. Lynda Martin, my advisor, and I are doing research to assess Expatriate Hotel Employees' Cross-Cultural Adjustment. The issue of Expatriate Management is being raised and studied by various scholars in U.S. and more expatriate studies are also conducted in Asia.

But I am encountering a difficulty. I cannot find and locate information of how many expatriate managers there are currently employed by hotels in Taiwan. If you could help and advice me where and how I could find this information I would greatly appreciate it. If your hotel currently hires an expatriate manager and manages hotel properties, please inform me because they are my research target population.

Thank you in advance for your help.

Sincerely,

Wei-Tang Hu (Tim)  
89 S University Place Apt #8  
Stillwater, OK 74075 USA  
Phone: 405-332-0646  
Email: hwei@okstate.edu

Advisor  
Dr. Lynda Martin  
Email: lmartin@okstate.edu

**\*Information you provided will remain Anonymous and Confidential\*.**

p.s Your contact information is acquired from the Tourism Bureau Ministry Transportation & Communication R.O.C.

Thanks you so much.

Best regards,

Wei-Tang Hu (Tim)

APPENDIX B

THE LIST OF TAIWAN LODGING FACILITY

## THE LIST OF TAIWAN LODGING FACILITY

	Name of Lodging Facility		Name of Lodging Facility
1	*The Ambassador Hotel	31	Park Hotel
2	Mandarina Crown Hotel	32	Hotel National
3	*Imperial Inter-Continental Hotel	33	Plaza International Hotel
4	*Gloria Hotel	34	Evergreen Laurel Hotel (Taichung)
5	Emperor Hotel	35	Howard Prince Hotel Taichung
6	Hotel Riverview Taipei	36	Grand Formosa, Taichung
7	*Hilton International Taipei	37	Chinatrust Hotel Sun Moon Lake
8	Golden China Hotel	38	Le Midi Hotel Chitou
9	Asia Pacific Hotel	39	Hotel Tainan
10	Brother Hotel	40	*The Hibiscus Resort Tainan
11	Santos Hotel	41	*Hotel Kingdom
12	*The Ritz Landis Hotel	42	Holiday Garden Kaohsiung
13	*United Hotel	43	Summit Hotel
14	*Lai Lai Sheraton Hotel Taipei	44	THE Ambassador Hotel
15	Taipei Fortuna Hotel	45	Linden Hotel Kaohsiung
16	Asiaworld Plaza Hotel	46	*Grand Hi-Lai Hotel
17	*Hotel Royal Taipei	47	Howard Plaza Hotel Kaohsiung
18	*Howard Plaza Hotel	48	*Grand Formosa Kaohsiung
19	*Rebar Crowne Plaza Taipei	49	*Caesar Park Hotel Kenting
20	Hotel China Yangmingshan	50	Howard Resort Kenting
21	*Grand Hyatt Taipei	51	Astar Hotel
22	*Grand Formosa Regent Taipei	52	Marshal Hotel
23	*The Sherwood Hotel Taipei	53	Chinatrust Hotel Hualien
24	*Far Eastern Plaza Hotel (Taipei)	54	*Parkview Hotel
25	*The Westin Taipei	55	*Grand Formosa Hotel, Taroko
26	Taoyuan Holiday Hotel	56	*Hotel Royal Chihpen Spa
27	Plaza Hotel		
28	*The Westin Resort Ta Shee		
29	*Royal HsinChu Hotel		
30	The Ambassador Hotel HsinChu		

APPPENDIX C

NUMBER OF QUESTIONNAIRES DELIEVERED TO TAIWAN LODGING  
FACILITIES



NUMBER OF QUESTIONNAIRES DELIVERED TO TAIWAN LODGING  
FACILITIES

Name of Lodging Facility		Number of questionnaires delivered
1	*Imperial Inter-Continental Hotel	2
2	*Hilton International Taipei	5
3	*The Ritz Landis Hotel	3
4	*Lai Lai Sheraton Hotel Taipei	3
5	*Hotel Royal Taipei	2
6	*Howard Plaza Hotel	2
7	*Rebar Crowne Plaza Taipei	2
8	*Grand Hyatt Taipei	6
9	*Grand Formosa Regent Taipei	6
10	*The Sherwood Hotel Taipei	5
11	*Far Eastern Plaza Hotel (Taipei)	5
12	*The Westin Taipei	8
13	*The Westin Resort Ta Shee	1
14	*Royal HsinChu Hotel	1
15	*The Hibiscus Resort Tainan	1
16	*Hotel Kingdom	1
17	*Grand Hi-Lai Hotel	1
18	*Grand Formosa Kaohsiung	1
19	*Caesar Park Hotel Kenting	1
20	*Parkview Hotel	2
21	*Grand Formosa Hotel, Taroko	1
22	*Hotel Royal Chihpen Spa	1
Total		60

## APPENDIX D

### COVER LETTER OF SURVEY QUESTIONNAIRE

OKLAHOMA STATE UNIVERSITY

## OSU COWBOYS

The School of Hotel & Restaurant Administration  
210 HES West  
Stillwater, OK 74078-6173  
Phone: 405-744-1862  
Fax: 405-744-6299

Dear Hotel Expatriate:

I am conducting a survey to examine issues of expatriate hotel employees work and life in Taiwan. I have taken the liberty of selecting you as an important participant in this study. Enclosed is a questionnaire that is designed to measure your perceptions about your current job as an expatriate in Taiwan.

Enclosed questionnaire has two different versions. One is English version and the other is Japanese. Please xerox as many copies as you need and distribute them to hotel expatriate employees in your hotel who have managerial responsibility in their position, including executive chefs.

Your answers will be treated confidentially. You will remain anonymous. You may discontinue your participation at any time. Your participation is strictly voluntary. Only statistical results of groups or sets of managers will be reported. Please feel free to include additional information or comments that you feel may be of relevance. The participant should remember that not to put his name or other identifying marks anywhere on the document. If you have any questions, please contact Wei-Tang Hu (Tim) 002-1-405-332-0646 (hwei@okstate.edu) or Sharon Bacher, IRB Executive Secretary, 203 Whitehurst, Oklahoma State University, Stillwater, OK 74078, 002-1-405-744-5700 (sbalcher@okstate.edu)

Your participation and cooperation in this survey is greatly appreciated.  
Thank you very much.

Sincerely,

Wei-Tang Hu (Tim)  
Graduate student

APPENDIX E

SURVEY QUESTIONNAIRE (FINAL VERSION)

**Part 1: Taiwan's Living Environment**

For questions 1-10, please circle the appropriate number that best describes your LEVEL of ADJUSTMENT after arrival in Taiwan.

1	2	3	4	5
Not adjusted at all	Slightly not Adjusted	Slightly adjusted	Adjusted	Very well adjusted

**HOW EASILY DID YOU ADJUST TO:**

1. the weather conditions?	1	2	3	4	5
2. the housing conditions?	1	2	3	4	5
3. the food?	1	2	3	4	5
4. the shopping?	1	2	3	4	5
5. the cost of living?	1	2	3	4	5
6. the entertainment/ recreation facilities & opportunities?	1	2	3	4	5
7. the health care facilities?	1	2	3	4	5
8. the transportation systems?	1	2	3	4	5
9. socializing and making friends?	1	2	3	4	5
10. speaking the local language (e.g. Mandarin, Taiwanese) and communicating?	1	2	3	4	5

**Part 2: Business Operation**

For questions 11-15, please circle the appropriate number that best describes your LEVEL OF AGREEMENT about being successful in Taiwan's lodging market.

1	2	3	4	5	6
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree

**I HAD AN EASY TIME UNDERSTANDING:**

	SD	DA	SDA	SAG	AG	SA
11. Taiwan's political system.	1	2	3	4	5	6
12. legal issues. (e.g. contracts, government regulations)	1	2	3	4	5	6
13. the philosophy of gift giving and receiving.	1	2	3	4	5	6
14. the business protocol of Taiwan.	1	2	3	4	5	6
15. the local language (e.g. Mandarin, Taiwanese)	1	2	3	4	5	6

**Part 3: The desirable attributes for hotel expatriate employees**

For questions 16-26, please circle the appropriate number that best describes your feelings about how important the following concepts are when you manage hotels in Taiwan.

	1	2	3	4	5		
	Not at all important	Slightly not important	Slightly important	Important	Very important		
16. Cultural sensitivity			1	2	3	4	5
17. Interpersonal Skills			1	2	3	4	5
18. Adaptability			1	2	3	4	5
19. Flexibility			1	2	3	4	5
20. Tolerance			1	2	3	4	5
21. Industry experience			1	2	3	4	5
22. Previous experience with other cultures			1	2	3	4	5
23. Resourcefulness			1	2	3	4	5
24. Self-confidence			1	2	3	4	5
25. Having an understanding of Taiwan's /local etiquette			1	2	3	4	5
26. Language skills			1	2	3	4	5

**Part 4: Cross-Cultural Training**

27. \_\_\_\_ Did you receive any kind of cross-cultural training (designed to prepare you to live and work in a culture other than your own) for this assignment?

a. YES                      b. NO

28. If you were to participate in a cross-cultural training program, please circle the number that best describes your feelings of how important the following types of cross-cultural training are:

	1	2	3	4	5		
	Not at all Important	Slightly Not Important	Slightly Important	Important	Very Important		
a. Language Training			1	2	3	4	5
b. Taiwan Cultural Awareness (e.g. religious beliefs, business philosophies)			1	2	3	4	5
c. Experiential Training (e.g understanding business, social etiquette and stereotypes)			1	2	3	4	5
d. Other Training (explain)							

**Part 5: Your Personal Information**

29. Which country's passport are you holding (e.g. America, French, Japan, UK, etc)?

30. What is your ethnic origin (e.g. American, French, Japan, Taiwanese, etc)?

31. \_\_\_\_ Did you have overseas work experience prior to taking your present job?

a. YES                                      b. NO

32. \_\_\_\_ How long have you worked in Taiwan?

a. Less than 1 year.                      b. 1-2 years                      c. 2-3 years.  
d. 3-4 years.                                  e. Over 4 years.

PLEASE GO TO NEXT PAGE

33. \_\_\_\_ What is your age group?  
 a. 20-30    b. 31-40    c. 41-50    d. 51-60    e. Over 60
34. \_\_\_\_ What is your gender?    a. Male    b. Female
35. \_\_\_\_ Which of the following is your educational level?  
 a. High school    b. Undergraduate    c. Graduate
36. \_\_\_\_ Where is the location of your hotel you are working in Taiwan?  
 a. Northern Part    b. Southern Part    c. Eastern Part  
 d. Western part    e. Middle Part
37. Please indicate in which department you work:  
 \_\_\_\_ Personnel    \_\_\_\_ General Management  
 \_\_\_\_ Marketing/Sales    \_\_\_\_ Front Office  
 \_\_\_\_ Food & Beverage    \_\_\_\_ Financial Control  
 \_\_\_\_ Housekeeping    \_\_\_\_ Others  
 (specify) \_\_\_\_\_
38. Please indicate the title of your position in your hotel (**specify**):  
 \_\_\_\_\_
39. \_\_\_\_ Which of the following is your marital status?  
 a. Married    b. Single    c. Divorced    d. Widowed
40. \_\_\_\_ If you have a spouse, children, or both, are they accompanying you on this present job?  
 a. YES    b. NO (If answer is YES, please go to **question 41**)
41. \_\_\_\_ If YES, how long did it take to have your spouse, children, or both become accustomed to Taiwan's environment?  
 a. Less than 5 months    b. 6-10 months    c. 11-15 months    d. Over 15 months    e. Still adjusting

**THE END**

**THANK YOU SO MUCH FOR YOUR PARTICIPATION AND INPUTS IN THIS SURVEY**

**“BY RETURNING THE SURVEY, THE PARTICIPANT UNDERSTANDS HIS ROLE AND HIS RIGHT AND IS GIVING HIS CONSENT”**

**PLEASE REPLY THIS SURVEY VIA FACEMILE BY OCTOBER 13 TO THE FOLLOWING:**

**Fax: 002-1-405-744-6299**

**!! THANK YOU VERY MUCH !!**

APPENDIX F  
INSTITUTIONAL REVIEW BOARD APPROVAL FORM



**Oklahoma State University  
Institutional Review Board**

Protocol Expires: 8/20/02

Date: Wednesday, August 22, 2001

IRB Application No HE027

Proposal Title: CROSS-CULTURAL IMPACT AND LEARNING NEEDS FOR HOTEL EXPATRIATE  
MANAGERS IN TAIWAN

Principal  
Investigator(s):

Wei-Tang Hu  
89 S. University P. #3  
Stillwater, OK 74075

Lynda J. Martin  
210 HESW  
Stillwater, OK 74078

Reviewed and  
Processed as: Exempt

Approval Status Recommended by Reviewer(s): Approved

---

Dear PI :

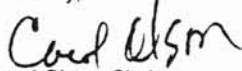
Your IRB application referenced above has been approved for one calendar year. Please make note of the expiration date indicated above. It is the judgment of the reviewers that the rights and welfare of individuals who may be asked to participate in this study will be respected, and that the research will be conducted in a manner consistent with the IRB requirements as outlined in section 45 CFR 46.

As Principal Investigator, it is your responsibility to do the following:

1. Conduct this study exactly as it has been approved. Any modifications to the research protocol **must** be submitted with the appropriate signatures for IRB approval.
2. Submit a request for continuation if the study extends beyond the approval period of one calendar year. This continuation must receive IRB review and approval before the research can continue.
3. Report any adverse events to the IRB Chair promptly. Adverse events are those which are unanticipated and impact the subjects during the course of this research; and
4. Notify the IRB office in writing when your research project is complete.

Please note that approved projects are subject to monitoring by the IRB. If you have questions about the IRB procedures or need any assistance from the Board, please contact Sharon Bacher, the Executive Secretary to the IRB, in 203 Whitehurst (phone: 405-744-5700, sbacher@okstate.edu).

Sincerely,

  
Carol Olson, Chair  
Institutional Review Board



Vita

Wei-Tang Hu

Candidate for the Degree of

Master of Science

Thesis: CROSS-CULTURAL IMPACT AND LEARNING NEEDS FOR  
EXPATRIATE HOTEL EMPLOYEES IN TAIWAN LODGING  
INDUSTRY

Major Field: Hospitality Administration

Biographical:

Personal Data: Born in Tainan, Taiwan, August 24, 1973.

Education: Received Associate Degree in Mechanical Engineering from Nan-Tai Institute Technology, Tainan, Taiwan; received Bachelor of Science degree in Hotel and Restaurant Administration from Oklahoma State University, Stillwater, Oklahoma in May, 1999. Completed the Requirements for the Master of Science degree with a major in Hospitality Administration at Oklahoma State University in May, 2002.

Experience: Assistant Director of Student Activity Association in Department Mechanical Engineering at Nan-Tai Institute Technology in Taiwan. Volunteer as a Supervisor of Reception in Taiwan Student Association at Oklahoma State University. Employed by Richmond Suites in Oklahoma City, Oklahoma as a Front desk assistant; employed as a Food & Beverage Assistant for Ridgewell Catering in U.S. Open Golf Tournament in Tulsa, Oklahoma.

Professional Memberships: Member of Graduate Professional Student Association (GPSA), 2000. Member of Eta Sigma Delta Honor Society, 2000